



**HENDRIX**  
COLLEGE  
Environmental Concerns  
Committee

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**Proposal to Establish a Campus Sustainability Fund**

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**Introduction:**

- Student support at Hendrix for creation of Campus Sustainability Fund fee is 92% at an average of \$20 per semester.
- Fund money would be allocated to large capital sustainability projects designed by students, faculty, and staff through a competitive application process.
- Many colleges comparable to Hendrix have created such a Fund, and creation of a Fund will demonstrate commitment to sustainability and allow for excellent projects that will save money.

Hendrix bills itself as an environmentally friendly institution (91% agree), yet 87% percent of Hendrix students are unsatisfied with the current level of action Hendrix is taking to support environmental and sustainable initiatives. Further, competing institutions have, for an average of eight years, had formal methods of funding sustainable projects on their campuses and have saved thousands of dollars more than the investment. To address both of these points, we propose the creating of a Campus Sustainability Fund and its associated fee and Committee.

Such fees have, according to the oversight organization The Association for the Advancement of Sustainability in Higher Education, been in existence since 1973 with over one hundred and fifty colleges and universities supporting Sustainability Funds driven by student fees. The beauty of a student fee is that we have data from surveys completed by current Hendrix students as to the average amount they propose adding to their own tuition to support sustainable projects on campus. This amount is almost trivially small compared to tuition, yet it will support huge environmental improvements on campus with major returns on investment. Typical energy efficiency retrofit and monitoring projects return twenty percent within the first year of implementation.

The creation of such a Fund to allocate this money will greatly add to the general consensus that Hendrix is a leader in environmental education and sustainability in the state of Arkansas and among small institutions in the country. This fee has not been implemented at any school in Arkansas, giving Hendrix a way to distinguish itself throughout the state, especially given the University of Arkansas' extremely successful Office for Sustainability (<http://sustainability.uark.edu>). Hendrix has already participated in LEED certification of buildings, two electric fleet vehicles, and a geothermal cooling loop; establishment of a College Sustainability Fund is a natural next step.



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**Empirical Research:**

Other Institutions:

Virtually all major institutions recognized for environmental education already have implemented a fund program similar to the one proposed. Sewanee has had a significant Sustainability Fund in place for more than ten years, is a STARS college stewardship rating system member, hosts a Sustainability Office, and has just started a new program funding sustainable projects that generate returns on investment. <http://sustain.sewanee.edu>

Centre College instituted a similar fund a few years later to purchase renewable energy credits in order to sustain the College on renewable energy. <https://www.centre.edu/about/sustainability/>

Connecticut College passed a sustainability fee in 2004 and has since been able to expand the fund through outside donations and matching grants. <http://www.conncoll.edu/sustainability/>

Provided below is data on small and competing institutions with Campus Sustainability Fund fees. Adopting the average fee of twenty-four dollars would generate 67,200 in funding per year, yet represent less than one tenth of one percent of the Hendrix fee structure.

Institution	Established	Per Semester Fee	Enrollment	Annual Fund
Centre College	2007	20	1242	49680
Connecticut College	2004	25	1903	95150
Green Mountain College	2005	30	646	38760
Hartwick College	2004	15	1531	45930
Hollins University	2009	5	800	8000
Knox College	2008	10	1420	28400
Lewis and Clark College	2010	85	3703	629510
Oberlin College	2008	20	2944	117760
Occidental College	2007	10	2132	42640
Sewanee-Univ. of the South	2004	45	1528	137520
St. Mary's College of Maryland	2007	25	1901	95050
Union College	2011	10	2246	44920
Warren Wilson College	2006	11	850	18700
<b>Average</b>	<b>2007</b>	<b>24</b>	<b>1757</b>	<b>104002</b>



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Survey at Hendrix:

A Campus Sustainability Fund Fee Survey was conducted by ECC from September 15-19 with 318 participants (25% of population). See the Appendix for detailed results. The survey is valid with +/- 5% margin of error at 95% confidence, the scientific standard.

The survey was representative of the Hendrix population, with a quarter of participants from each class, half of whom work during school year, and myriad majors.

There was ninety-two percent support for paying a Campus Sustainability Fund fee with only 27 students being unwilling to support such a fee. Fee amounts ranged from \$1 to \$200 per semester. The mean, median, and mode are all \$20. This means that \$20/semester is an excellent average representation of student opinion on the average funding amount. Ninety-one percent of students are willing to consider using this average of \$20 as the amount of the fee. Eighty-four percent of students would like the fee added as part of or similar to the Student Activity Fee.

We also included six temperature opinion questions scaled 1 to 5 from strongly disagree to strongly agree. We found that students believe the community sees Hendrix as “sustainable” and that there are a fair number of sustainable projects, but that these projects severely lack funding. Students agree that they must show leadership on environmental issues, but also strongly demand that Hendrix administration must also be a leader in sustainable practices. Finally, students strongly support the creation of an Office of Sustainability to coordinate sustainable projects on campus. Such an office would likely include the paid position of Sustainability Coordinator.

The comments focused on the administration’s responsibility to lead on sustainable issues and gave many suggestions for potential projects that could be started with this Fund.

**Proposal for Hendrix:**

1. Source and Amount of Fee:

We propose that Hendrix College implement a Campus Sustainability Fund fee in the average amount given by respondents to the Campus Sustainability Survey, which was \$20. This fee could be built into the tuition cost per semester or be placed as a standalone fee like the Student Activity Fee (84% support the latter). Virtually all such fees at other institutions are mandatory because they are such a small amount out of a much larger general fee structure. Hendrix, like many institutions, wraps all fees save the Student Activity Fee into the tuition costs. It is, thus, difficult to determine the percent that this fee will be of all general fees; that is why we compare it to comprehensive tuition.

We will baseline the total “fees” paid at Hendrix to be \$2,500 (only public institutions report a complete fee breakdown and not just a comprehensive fee see: College of William and Mary- <http://www.wm.edu/offices/financialoperations/sa/tuition/index.php>)



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and St. Mary's College of Maryland-  
<http://www.smcm.edu/admissions/costs/tuitionfees.html>).

With this baseline, the following breakdown is applicable:

Per Semester Fee	Annual Fund	% Total Fees	% Comprehensive Tuition
5	14000	0.398406375	0.019664137
10	28000	0.793650794	0.039320541
15	42000	1.185770751	0.058969218
<b>20 (Proposed)</b>	<b>56000</b>	<b>1.57480315</b>	<b>0.078610172</b>
24	67200	1.883830455	0.094317378

2. Responsibility for Fee Allocation:

The allocation of the fee should be the responsibility of a newly created college-wide committee that shall be called the Campus Sustainability Fund Committee and shall function at the same level as other College-level and campus-wide Committees. This Committee would be made up of members from the organizations on campus with environmental interest and currently working on sustainable initiatives including these individuals (or designees). Non ex-officio members of the Committee shall be approved by Student Senate:

- The Environmental Concerns Committee Chair.
- One additional member of the ECC selected by the ECC Chair.
- The President of the Hendrix Garden Club.
- The Treasurer of the Hendrix College Student Senate.
- The Chair of the Environmental Studies Department.
- The Director of Facilities Management.
- The Dean of Students.
- The Director of Dining Services.
- One faculty member selected by the Committee with consent of the faculty.
- One student selected by the Committee.
- One Facilities Management or Dining Services staff member selected by the Committee.

The Environmental Concerns Committee Chair shall serve as the Chair of the Campus Sustainability Fund Committee or shall designate a Chair of the Committee from within the Environmental Concerns Committee. The rationale for having student leadership of the Committee is that the idea for this Fund was generated by the Environmental Concerns Committee, students agreed to have this fund, and students are supporting the fund by their payment into it. The ideal placement of the Committee would be as a permanent select Committee in the Student Senate and the Faculty Campus Committees. We believe placing the Committee here will allow for communication with both the President of the College and the President of Student Senate. The Fund will report to both the Office of the President and the President of Student Senate.



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Committee Member Roles:

The Chair is selected as above. Other roles are selected within the Committee.

- **Chair:** The Chair of the Committee will set meeting dates and times, schedule an agenda for meetings, call for votes on proposals, and ensure that applicants submit reports to the Committee. The Chair shall present a report to Student Senate once per semester. The report will be available to the Office of the President and Provost.
- **Secretary:** The Secretary takes meeting notes, organizes and publishes proposals for funding, schedules meeting rooms, submits reports to Student Senate on Committee activity, and records and publishes Committee data and statistics.
- **Treasurer:** The Treasurer submits Payment Requests, manages the funding allocations of the Committee, and works with the Business Office and applicants to ensure payments are received.
- **Advisor:** The Advisor is responsible for presenting Committee reports to Senior Leadership and the Board of Trustees as requested and signing Business Office forms.

Measures for Success of the Committee:

The Secretary of the Committee shall, at least once per semester, make publically available, in a medium decided by the Committee, the following data and statistics that are indicators of the success the Committee is having in fulfilling its mission to support sustainable projects on campus.

- Financial expenses avoided (in dollars saved) by funding project.
- Number of students directly impacted by projects (likely an average of all project impacts).
- Funding allocated (in dollars) to projects.
- Energy and resources conserved (actual numbers preferred, estimates otherwise).  
For example, in a food waste project, measure pounds of waste diverted or pounds composted. In an energy efficiency project, measure kWh, BTUH, or similar.

3. Allocation of Fee:

The money from the Campus Sustainability Fund Fee will be allocated into a single Campus Sustainability Fund. The Fund will be given a separate account number in the Business Office, and the College shall place the fees in the fund within one week of the final deadline for tuition and fee payments for each semester. The Campus Sustainability Fund Committee Chair shall, before any of the funds in the Fund are allocated, develop an application form and procedures for allocating the funds. Any member of the Hendrix College community (current students, faculty, staff) may submit an application for funding. The application form may be accompanied by a personal interview with the applicant in front of the Committee, if desired.



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The Committee has the power to seek expert opinions on the benefits and financial costs of implementing the items proposed in funding applications. The Committee also has the power to issue directives to offices or departments on campus to establish mutual understanding so that the project can be successfully completed. The Committee has the power to develop its own internal documents relating to its governance and approve them by majority vote. The Committee shall hold awareness events about the application and funding process.

The Committee is charged with allocating the fee. They shall meet not less than twice a semester for this purpose (meeting dates should be publicized well in advance). The Committee shall use *Roberts Rules of Order Newly Revised* to conduct meetings. The Committee shall not, unless under extreme circumstances and under consultation from the President of Student Senate, move into closed session. At such meetings, the Chair of the Committee shall brief the members on any applications for funding that have been received. Committee members also have the opportunity to initiate their own proposals for allocations of funds. The Committee then shall use the below stated guidelines as well as knowledge of the available funds, the given project proposal, the perceived worth and benefit of the project, and any interview with the applicant(s) to decide if and how much to fund. There shall be no minimum or maximum funding levels. The Committee shall then conduct a vote on whether to fund and at what level to fund projects by majority rule with the Chair breaking ties and deciding the method of voting. The Committee may decide to reject all funding proposals if they so desire, and all unallocated money will accrue in the Fund account without penalty until the Committee decides to allocate it. This includes rolling over the money in the fund between semesters and academic years.

The Committee shall notify funding applicants within one week after a given Committee meeting whether their application was approved and at what funding level. If the application was approved, the Committee shall provide a written memorandum of understanding to the applicant and other parties involved in the project that acknowledges the extent of their participation. The applicant may request that the Committee facilitate additional memoranda with other offices or departments on campus related to the project.

If the application was denied, the Committee shall provide rationale for the denial using the funding guidelines in this document. Applicants denied may resubmit proposals, including the denied proposal (with revisions), without penalty. The Committee shall use the guidelines and their own judgment to establish well known and understood precedents for projects that will and will not be funded. The Committee shall make all funding applications and decisions public, whether in Committee minutes, archives, or a website.

Upon allocating the funds to a particular project, the applicant for the funds will be provided with the ability to either submit a Payment Request form to the Committee for reimbursement or use a credit card issued to the Committee. Many of these purchases will be major and may require contracts or other items. The applicant shall work with the





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Committee and any other concerned parties that may not be on the Committee to ensure that such requirements are taken care of.

During the project, the applicant shall submit a report to the Committee detailing the status of the project at least once per semester if the project extends beyond a semester.

When the project is completed, the applicant shall report to the Committee using a method adopted by the Committee before the allocation process starts, a detailed report of the funds spent and the impact of the project. All unused funds on a particular project will be returned to the Committee. Any additional funding needed to complete the project can be resubmitted to the Committee for consideration.

4. Funding Scope:

The establishment of this Committee does not mean that current funding for sustainable projects may be reduced or that they should be directed to the Committee for funding.

The Committee shall fund projects that:

- Follow application procedures and other guidelines set forth by the Committee.
- Are initiated by students, faculty, or staff. In the latter two cases, students must be involved in planning or implementation of the project.
- Are related to sustainability, resource recovery (recycling), energy conservation, local food, emissions and waste reduction, renewable resource development, upcycling, environmental awareness and education, soil and water conservation, wildlife management, air and water pollution control, hazardous material disposal and management, invasive species control, forestry and range management, sustainable transportation, and closely associated topics.
- Are not currently being funded through the budgets of Facilities Management, Dining Services, Student Senate, or other College offices or departments. Since funding through the Committee is neither guaranteed nor stable, applicants that submit projects that will require long term funding that are approved by the Committee shall seek to integrate these projects into the budgets of College departments as the opportunity arises. The Committee may decide to fund part of a project contingent on another office or department funding the rest or taking the rest out of regular operating costs.
- Benefit the Hendrix community directly and substantially. Projects may be focused on one particular area of campus (say a Residence Hall), but such projects should lend themselves to broader implementation in the future. Projects may not solely benefit the Conway community, as noble a cause as that may be. Projects may not benefit only one individual or a small subset of individuals.
- Projects must be achievable and attainable given that the applicant will be chiefly responsible for seeing projects through to their completion. The Committee will use their power of issuing directives and memorandums of understanding to help the applicant in this process.
- The Committee shall not fund:



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- Attendance at conferences.
- Speakers, speaking fees, room and board.
- Projects that should be funded through other offices or departments.
- Projects of a political nature, campaign support, protest efforts, or any monetary contributions to non-profit groups or otherwise.
- Subscriptions or memberships to organizations.
- Efforts unnecessarily duplicated by existing projects.
- Salary or overhead.
- Investments.
- Clubs, organizations, the functioning of offices or departments (specifically the Committee cannot fund ECC, Garden Club, or provide money toward the general operating budget of Facilities Management or Dining Services).
- Similar items to the above that clearly violate the criteria and which the Committee then sets as precedent.
- Projects that meet these criteria and would be candidates for funding:
  - Purchasing an industrial waste digester (large capital purchase, whole school impact, one time delegating maintenance responsibility).
  - Expanding the Dining Services garden (small capital purchase, whole school impact, one time for developing land or new plants, but responsibility for future expansion not accepted).
  - Purchasing JACE software and submeters for campus buildings (large capital purchase, test case and then whole school impact, may have some ongoing funding responsibility, would need to delegate upkeep costs to Facilities Management).
  - Adding insulation and weather-stripping Eco House (small capital purchase, one residence, but expansion anticipated, one time purchase).
  - Partially funding purchase of outdoor recycling bins (large capital purchase, make up some costs associated with higher bin prices, but expect contribution from Facilities Management, one time purchase).
  - Funding an energy audit or STARS report (small capital purchase, whole school impact, ongoing funding).
- Projects that fail to meet these criteria:
  - Printing sustainability awareness signs (too small an impact).
  - Purchasing dishes for the ECC (should be funded through Student Senate).
  - Purchasing solar panels for all of campus (too big a project for applicant to take on).
  - Going to a conference to learn about sustainable practices (too small an impact).
  - Replacing existing recycling bins (should be funded through Facilities Management).
  - LEED certification costs (should be funded through other sources).
  - Buying glass recycling bins (duplicating existing efforts).





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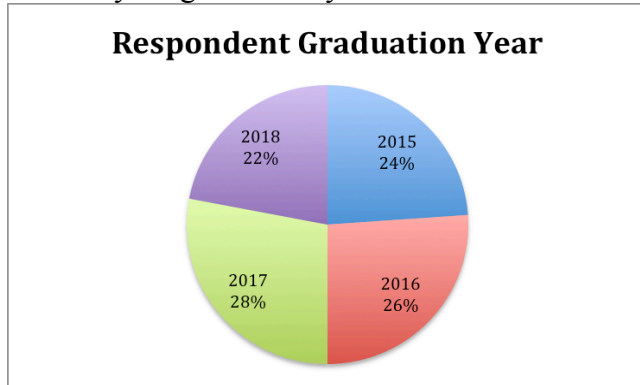
**Timeline for Acceptance of this Proposal:**

1. Completion of the student Campus Sustainability Fund survey.
2. Review of this Fund proposal with members of the Hendrix community including faculty and staff.
3. Submittal of proposal to Hendrix Student Senate for recognition.
4. Submittal of proposal to Hendrix College Board of Trustees with copies to Hendrix College Senior Leadership Team, the Dean of Students, and the Office of the President of the College.

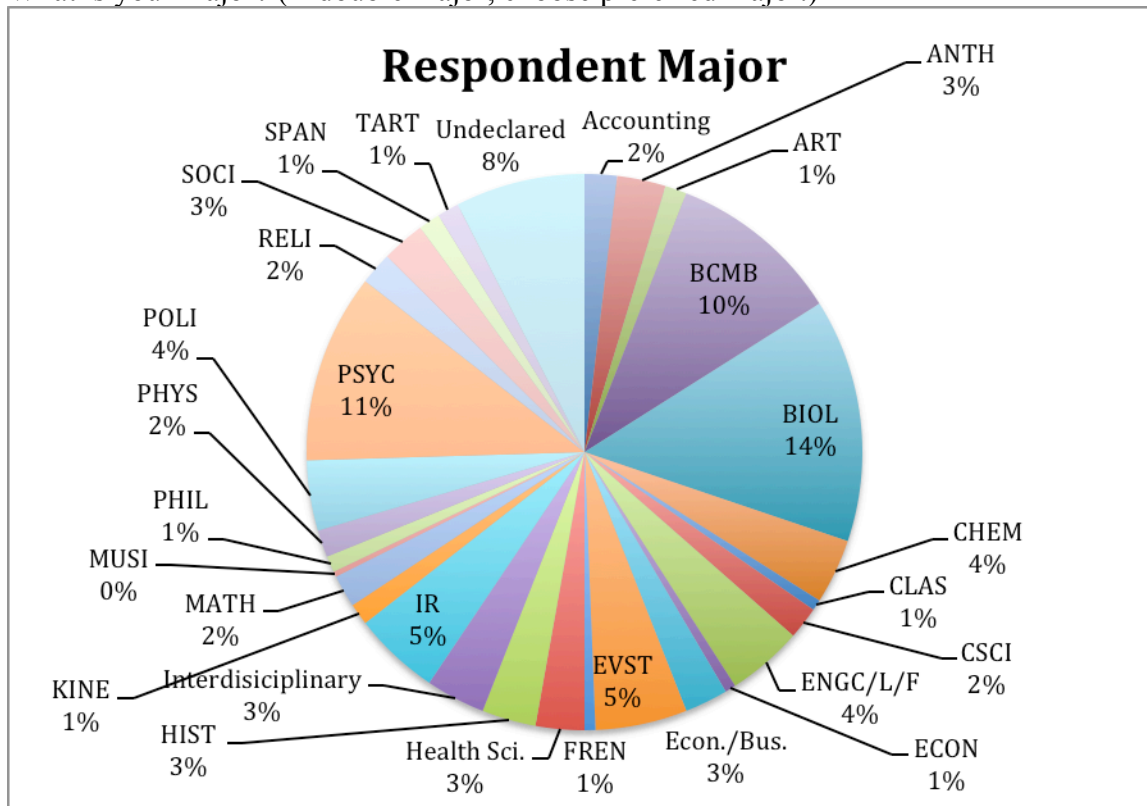


**Appendix: Hendrix Survey Results**

What is your graduation year?

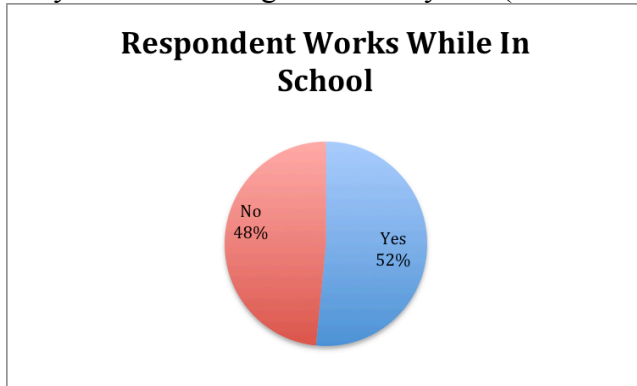


What is your major? (If double major, choose preferred major.)

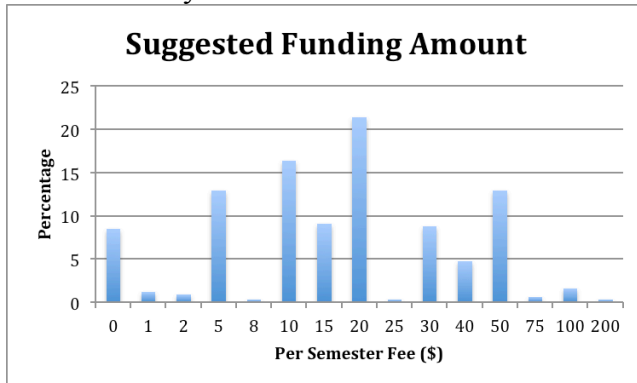




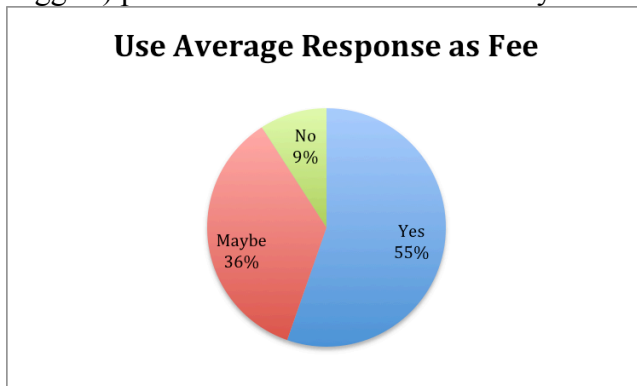
Do your work during the school year? (Include work study.)



How much of a student fee, per semester, would you be willing to pay so Hendrix could establish a sustainability fund in order to allocate funds to sustainable projects?

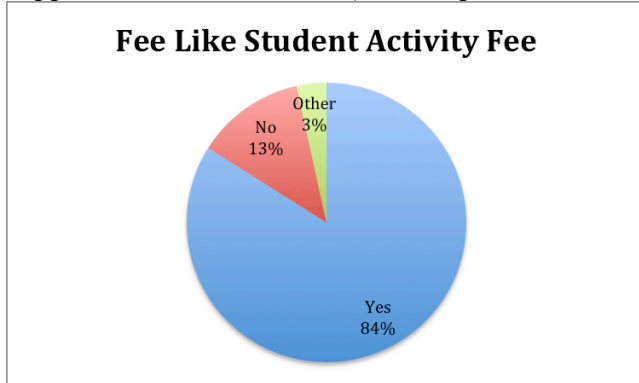


Would you approve of a proposal to implement a student fee of \$X (average amount students suggest) per semester for the sustainability fund?





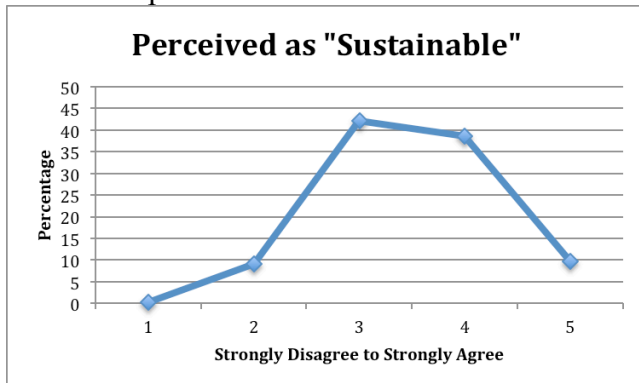
Most colleges with a sustainability fund include it like the current student activity fee. Do you support this fee structure? (If other please describe how you would like it done.)



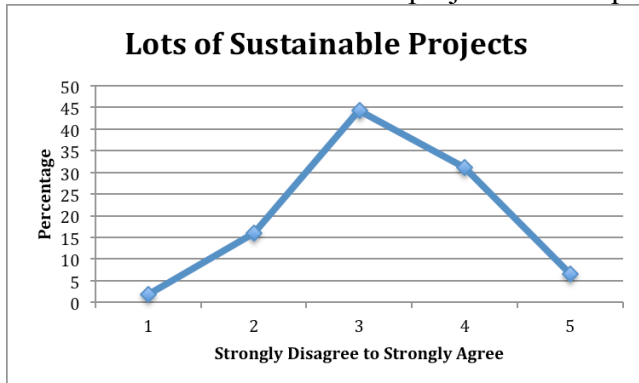
Please rate your attitudes/opinions on the following:

1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree

Hendrix is perceived as a “sustainable school.”

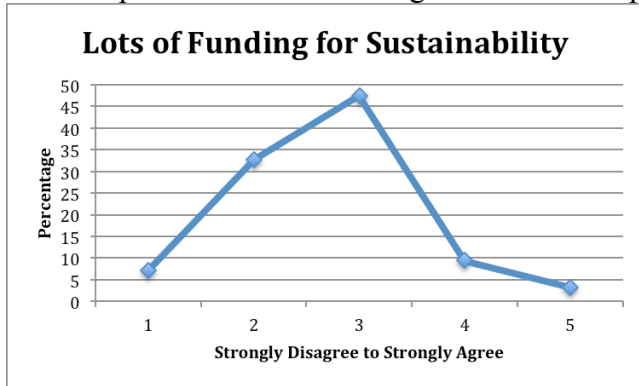


Hendrix has lots of sustainable projects on campus.

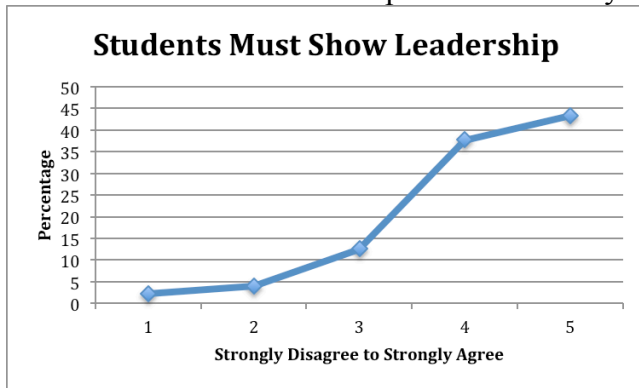




Hendrix provides lots of funding for sustainable projects on campus.



Students must show leadership on sustainability issues.

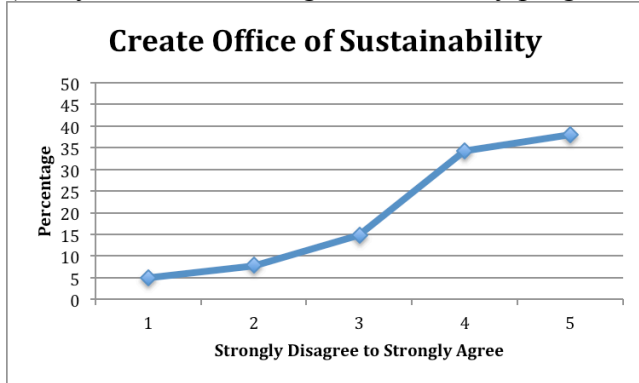


Hendrix's administration must show leadership on sustainability issues.





I support the creation of an Office of Sustainability to coordinate sustainability issues on campus.  
(Many schools with large sustainability programs have such an office.)



Any questions, comments, suggestions, or concerns?

Comment Type	#	Description
Completed Project	4	(Criticism of already completed capital projects.)
Suggestion	17	(Suggestions for projects the Fund should fund.)
School Responsibility	14	(Comments on expected responsibility of the Hendrix Administration.)
Appreciation	7	(Thanking ECC for conducting the survey.)
Comment	3	(Unrelated comments.)